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AUTHOR Donaldson, Gordon A., Jr.
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ABSTRACT

This book contains the views of a school principal and educator on leadership and the principal's role, and tries to answer the question: What does a principal do? Using time studies, journals, and conversations with staff, this book explores these questions drawing from the experience of the author as principal at an 800-student public high school in Ellsworth, Maine. Also explored is the concept that principals, as school leaders, can also be learners and powerfully influence their schools. Chapters include: "Disjunctions in the Principalship: Role Versus Reality," "The Dominant Activity Patterns of My Work," "Everything Else: The Less Obvious Activity Patterns," "The View from the Classroom," "Who Are the Faculty and Staff," "Students, Community, and Learning Our Mission," "The Development of a Working Relationship: My View," "The Principal from the Faculty Perspective," "Leadership Within a Shifting Complex of Views," "Taking Activities, Partners, and Relationships from Intention to Impact," "Paradoxes of the Principalship," and "Capacities and Qualities for High School Leadership." Included are an index and an appendix containing the principal leadership study survey questionnaire. (Contains 112 references.) (JPT)

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